CHAPTER 8: EVALUATION SUPPORT RESOURCES

The first line of resources that you should consider are people from the community you serve. Actively recruit community members for the evaluation team. You may be surprised to find that among the local accountants, teachers, administrators, healthcare workers and business men and women within the community, there are people with skills relevant to evaluation who may be excited to have an opportunity to help your program. If you get out the word that you need help and value community involvement, they may well become active program volunteers.

Next, be sure to ask lots of questions and to acknowledge your appreciation for the community's insightful input into the consensus mapping process. As you proceed, and as the community sees their input valued and incorporated into the developing maps, others will begin to join the effort so their perspectives will also be heard and included. The process of trust building has started.

You should clearly understand what is going on, even if not in detail yet. You or your evaluation team leader should facilitate the process, assuring that all perspectives have an opportunity to be heard; and, assuring that once heard and discussed, the consensus views are accurately reflected in the maps as they emerge.

Technical evaluation resources that have been developed in recent years may be useful for helping you to frame your efforts and raise essential questions for discussion. Some sources are designed for those who are new to evaluation, while others include information and discussions for more advanced participants. This wealth of information about conducting program evaluations is easily and quickly accessible. We will not attempt to replicate or replace these, but will guide you to them for complementary readings.

As you review the variety of support resources, find what meets your needs and fits your style. Then use them. No one can ask the questions that you and your team can about your program. You have the "big picture" understanding and perspective that will enrich the evaluation. Remember the purpose of your program evaluation is not to put your team on trial. Rather, it is a tool for you to use to better your program and to document your successes for sharing with the stakeholders.

When searching for information about specific evaluation or research topics, your local public and university libraries are good places to start. The reference librarian can answer questions and help you get started in your search. Books, periodicals, scholarly journals, and the World Wide Web are possible sources of for information on evaluation.

This chapter should help you to find your way to the myriad of evaluation resources that are available. Situations in the community are always unique, so no one resource will directly answer all your questions. Be persistent!

ONLINE EVALUATION GUIDES

The World Wide Web is a collection of documents or "web pages" that vary in their amount of information, accuracy, and relevance. Searching the web can be a quick and easy way to find connections among issues, get background information, and discover others who share your interests. Most libraries have computers connected to the web for use by the public. Check with your library to find how to get connected and for valuable instruction on searching for information on the web.

There are a number of web sites with online user-friendly guides and resources to help you plan and implement a realistic evaluation. Topics covered typically include: choosing an appropriate design, identifying stakeholders, designing survey questionnaires, collecting and analyzing data, and utilizing findings. A variety of online resource guides to evaluation are identified below as "web pages". For a more complete and continually updated list of resources, visit the *CENTERED* Project's web site at **www.scdhec.net/centered** and click on resources. Explore and learn.

The ***Community Toolbox*** is an excellent resource web site developed by the **University of Kansas Work Group on Health Promotion and Community Development**. Like other sites, it contains a guide to performing evaluations. What sets it apart is its wealth of other resources and guides. These include information on community assessment, promoting community participation, strategic planning, building organizational leadership capacity, conducting advocacy campaigns, and improving marketing skills. The web site address is: **ctb.ku.edu**

The **Outcomes Measurement Resource Network** is a **United Way of America** initiative to assist local organizations in improving the quality and positive impact of their programs. It is intended to help organizations transition from a focus on program activities to a focus on program outcomes. Located online, it offers a list of publications, videos, training kits, and an online resource library. One of its most relevant publications is *Measuring Program Outcomes: A Practical Approach*; this is a step-by-step handbook that teaches non-profit organizations how to identify, measure, and report program outcomes and use that information properly to improve programs. An especially useful feature is the frequent use of real case studies and hypothetical organizations to demonstrate how to apply the methods taught. The web site address is: **www.unitedway.org**

The **Centers for Disease Control and Prevention (CDC)** offers a listing of online Logic Model Resources as part of its **Evaluation Working Group** resources. These materials will be very helpful during the program description phase of your evaluation process: **www.cdc.gov/eval/resources.htm#logic%20model**

The site also lists Step-By-Step Manuals for use in evaluation. The web site to access the manuals is: **www.cdc.gov/eval/resources.htm#manuals**

Other sites of interest from the CDC Evaluation Working Group include "Ethics, Principles, and Standards", "Organizations, Societies, Foundations, Associations", and "Planning and Performance Improvement Tools": **www.cdc.gov/eval/resources.htm**

The W.K. Kellogg Foundation. *Evaluation Handbook* – This guidebook provides a clear description on how to develop different types of logic models (activities, outcomes, concepts, etc). Published January 1998; Battle Creek, MI.: **www.wkkf.org**

The University of Wisconsin's Program Development and Evaluation Unit provides training and technical assistance that enables Cooperative Extension campus and community-based faculty and staff to plan, implement and evaluate high quality educational programs. The program development process is captured in a model that includes situational analysis, priority setting, program action - the logic model - and evaluation: **www.uwex.edu/ces/pdande/evaluation/evaldocs.html**

The **National Science Foundation's** *User-Friendly Handbook for Mixed Method Evaluations* is intended for individuals or organizations working on research or educational projects and contains useful information on developing an evaluation that will answer whether or not project goals were met: **www.ehr.nsf.gov/EHR/REC/pubs/NSF97-153/start.htm**

The Food and Agriculture Organization of the United Nations, Sustainable Development Department/Research, Extension and Training Division, *Improving Agricultural Extension: A Reference Manual*, Chapter 11 – "Evaluating Extension Programmes", David Deshler, Cornell University, Ithaca, New York, 1997. Chapter 11 explains starting the evaluation, avoiding self-sabotage, focusing the evaluation and setting limits, selecting methods for evaluation as well as data collection, and interpreting the findings. Also of particular relevance are the sections on the politics of evaluation and how to identify stakeholders: **www.fao.org/docrep/W5830E/w5830e0d.htm**

The Evaluation Assistance Center-Western Region-New Mexico Highlands University, *Evaluation Handbook*, Judith Wilde, Suzanne Sockey, Albuquerque, NM, December, 1995. The purpose of this document is to offer more advanced information for the "how to's" of a good evaluation. It is divided into five sections each with its own appendix, however, the appendices are not available online: **www.ncbe.gwu.edu/miscpubs/eacwest/evalhbk.htm**

ONLINE CDC EVALUATIONS FOR SPECIFICALLY TARGETED PROGRAMS

The **Centers for Disease Control and Prevention** offers a variety of evaluation materials for disease-specific programs. Besides offering information and techniques for evaluating specific types of programs, these sites cover a number of general evaluation issues such as engaging communities in participatory evaluation, etc. CDC's Evaluation Working Group homepage is **www.cdc.gov/eval.**

Other CDC Web sites include:

Framework for Program Evaluation in Public Health. CDC developed this framework for program evaluation to ensure that amidst the complex transition in public health, we will remain accountable and committed to achieving measurable health improvements: **www.cdc.gov/mmwr/preview/mmwrhtml/rr4811a1.htm**

Introduction to Program Evaluation for Comprehensive Tobacco Control Programs, Chapters included are: "Engage Stakeholders", "Describe the Program", "Focus the Evaluation Design", "Gather Credible Evidence", "Justify Conclusions", "Ensure Use of Evaluation Findings", "Share Lessons Learned with Executive Summary", "References" and a "Glossary": **www.cdc.gov/tobacco/evaluation_manual/contents.htm**

Evaluation Manuals--Coordinated School Health Programs. This manual can be used to help develop and institutionalize coordinated school health programs (CHSP) at the state and local levels. It contains information on the need for CSHP infrastructure; why the CSHP infrastructure development process should be evaluated; process elements for CSHP infrastructure development; progress indicators for each process element; and worksheets for documenting the CSHP infrastructure evaluation process. **http://www.cdc.gov/nccdphp/dash/publications/infrastructure/index.htm**

Evaluation Guidance Handbook: Strategies for Implementing the Evaluation Guidance for CDC-Funded HIV Prevention Programs--CDC-NCHSTP-DHAP-IRS-PERB. This manual describes various strategies that can be used by health departments to collect, analyze, report, and use Guidance data. These strategies reflect the collective experience and wisdom of health department staff gleaned during the first year of Guidance implementation. CDC acknowledges that there is no one way to implement the Guidance and developed this manual to help consider a variety of approaches to conducting Guidance activities. This manual is intended to stimulate health departments to enhance their systems for implementing the Guidance. **www.cdc.gov/hiv/aboutdhap/perb/guidance.htm**

Physical Activity Evaluation Handbook. This CDC resource outlines six basic steps of program evaluation and illustrates each step with program examples. Appendices provide information about physical activity indicators, practical case studies, and additional evaluation resources. **www.cdc.gov/nccdphp/dnpa/physical/handbook/index.htm**.

ETHICAL CONSIDERATIONS FOR PROGRAMS AND EVALUATIONS

Although our health programs are designed to do "good", sometimes conflicts arise between the good of the individual and the good of the community. Online web sites that can help you work through or prevent such conflicts include the following two:
www.cdc.gov/eval/resources.htm#ethics
www.nih.gov/sigs/bioethics/
These sites have information to help frame your thinking about ethical dilemmas, guide you in the protection of people who participate in your programs (as subjects in the evaluation), and offers standards for release of evaluation reports.

HEALTH DISPARITIES, RACIAL MISCLASSIFICATION, RACISM,
AND ETHICAL ISSUES IN HEALTH IN THE USA

Facing the Challenge of Racism and Race Relations is one resource that may help your community guide its efforts to facilitate dialogue and action around racism. For further information, visit the web site at: **www.studycircles.org**

Norris T. *Healthy People in Healthy Communities: A Dialogue Guide.* (A publication of the Coalition for Healthier Cities and Communities and the Health Research and Educational Trust, 1999 – Forward by Tyler Norris).
www.communityinitiatives.com/article2.html

Spector RE. Cultural Diversity in Health and Illness. Publ.—Appleton-Century Crofts, New York; 1979.

Takeuchi DT. "Race as a separate and independent factor in children's mental health status"—(Part of a panel on Health Service: Access, Quality, and Diversity; Surgeon General's Conference on Children's Mental Health) **www.surgeongeneral.gov/cmh/childreport.htm**

Thoroughman DA, Frederickson D, Cameron HD, Shelby LK, and Cheek JE. "Racial misclassification of American Indians in Oklahoma State surveillance data for sexually transmitted diseases." *American Journal of Epidemiology.* Jun 15; 155(12): 1137-41, 2002.

American Nuclear Guinea Pigs: Three Decades of Radiation Experiments on U.S. Citizens. Report prepared at the Subcommittee on Energy Conservation and Power of the Committee on Energy and Commerce – Document 0707035, a.k.a. "The Markey Report"; 1986. **http://tis-t.eh.doe.gov/ohre/ roadmap/overview/070350/6.html.**

Wallerstein N. "Power between evaluator and community: research relationships within New Mexico's healthier communities", *Social Science and Medicine* 1999; 49:39-53.

Western Regional Center for the Application of Prevention Technologies, "Building a Successful Prevention Program": **www.open.org/~westcapt/ev2.htm.**

DO-IT-YOURSELF EVALUATION GUIDES

If you are not required to do an evaluation for funding or other purposes, but would like to know how your program is doing, **Horizon Research** has published a guide to help you. It explains how to examine your methods of operation to determine whether they are providing the quality of activities and services you intended. It is entitled, _Taking Stock: A Practical Guide to Evaluating Your Own Programs_. It is applicable to a wide range of community-based organizations, from small to large, and it uses many real-world examples and case studies that engage the reader and make the subject matter more relevant to everyday activities. It is available online in PDF format or copies can be ordered: **www.horizon-research.com/publications/stock.pdf.**

The University of North Carolina's _Measure Evaluation_ is committed to coordinated, cost-effective approaches in data collection, monitoring and evaluation of population health and nutrition services worldwide. It includes topics such as monitoring and evaluating HIV/AIDS programs, maternal health programs and quality of health care services: **www.cpc.unc.edu/measure**

The Institute for Healthcare Improvement (IHI) is a not-for-profit organization driving the improvement of health by advancing the quality and value of health care. It offers a free monthly newsletter on _Continuous Improvement_: **www.ihi.org.**

University of Arizona. Evaluation Tool Kit for Community Health Workers – available on CD-ROM.

ANALYSIS SOFTWARE

CDC offers free downloads of **EPIINFO** statistical software. EPIINFO assists in the development of surveys, computerization of survey responses, data analyses, graphics, and mapping. Associated tutorials on the use of EPIINFO are also downloadable from CDC at: **www.cdc.gov/epiinfo.**

Analysis of qualitative information: **NUD*IST** or **N**on numerical **U**nstructured **D**ata **I**ndexing **S**earching and **T**heorizing software, is a robust and reliable program, appropriate exclusively for qualitative research analysis. This software is a good choice for simple analyses, such as text transcripts from focus group summaries or open-ended survey data to more complex theory construction and analysis. It is designed to automate much of the tedious work associated with qualitative data analysis, by auto coding signified text data, importing table data and using command files to regulate analysis processes: **www.nursing-informatics.com/qsr1.html**

GENERAL HEALTH INFORMATION

If you need information about selected diseases or conditions, or want to see how your community or client population compares to the rest of the nation, or want to learn what assistance is available to CBOs, the following links should be helpful.

If you would like to know how your community is doing in terms of its health, start with the **Community Health Status Indicators Project**. It was formed through collaboration between the US Health Resources and Services Administration (HRSA), the Association of State and Territorial Health Officials (ASTHO), the National Association of County and City Health Officials (NACCHO), and the Public Health Foundation. You can review online data for each of the over 3,000 counties in the US for a wide variety of health indicators. This is an invaluable resource for comparing your community with others around the country; and, for finding data to help support funding applications or encourage community assistance:
www.communityhealth.hrsa.gov/searchCounty.asp

The National Center for Health Statistics, MEDLINEplus is a web site created by the National Library of Medicine, the world's largest medical library, to provide users with information on all types of medical topics. If you click on "Health Topics", and then on "Population Groups", you will find sub-categories of information targeted towards specific population groups. For example, going to the "African American" population group will take you to a page with resources on nutrition, prevention, specific diseases and conditions, organizations, news, and statistics, all focused on African American health issues: **www.nlm.nih.gov/medlineplus**

If you are looking for detailed, authoritative information on a diverse array of demographic, social, and health indicators for special interest populations in the US, one of the best places to start is at the **US Census Bureau's** web site. At the "**Minority"** (see glossary) **Links** page you can select one of the four major population groups and then view specific information on that group. Types of information available for each group include racial and ethnic demographic data down to the county level, disability data, and access to health insurance, income and poverty levels: **www.census.gov/pubinfo/www/hotlinks.html**

The World Health Organization's (WHO) Statistical Information System **(WHOSIS)** is a guide to health and health-related epidemiological and statistical information available from the WHO and elsewhere. Most WHO technical programs make statistical information available through linkages from this web site. You also have the possibility to search by keywords within the WHOSIS or throughout the entire WHO web site: **www3.who.ch/whosis/menu.cfm**

GOVERNMENT RESOURCE LINKS

Selected government sites for information on programs, services, funding opportunities, and initiatives include:

A central location to find federal, state, and local government online information and web sites: **www.firstgov.com**

The **US Department of Health and Human Services** (US-DHHS): **www.hhs.gov**

The National Initiative to Eliminate Racial and Ethnic Health Disparities: **http://raceandhealth.hhs.gov**

The U.S. Census Bureau State Data Center Program: www.census.gov/sdc/www

The Federal Office of "Minority" (see glossary) **Health: www.omhrc.gov**

The Health Resources and Services Administration (HRSA**): www.hrsa.gov**

The home page of the **Healthy People 2010**, a national campaign to bring together all levels of government, non-profit organizations, community groups, professionals, and the private sector to achieve objectives such as reducing health disparities, increase years of healthy life, and increase access to health services**: www.health.gov/healthypeople**

The home page of **the Centers for Disease Control and Prevention: www.cdc.gov**

UNITED NATIONS ORGANIZATION'S WEB SITES

The World Health Organization (WHO): **www.who.int/en**
The United Nations Children's Fund (UNICEF): **www.unicef.org**
The United Nations Joint AIDS Control Program (UNAIDS): **www.unaids.org**
The United Nations Development Program (UNDP): **www.undp.org**
The United Nations Office on Drugs and Crime (UNODC): **www.unodc.org/odccp**
The World Bank Group: **www.worldbank.org**

PROFESSIONAL ORGANIZATION'S WEB SITES

American Evaluation Association (AEA): **www.eval.org**
American Public Health Association (APHA): **www.apha.org**
Coalition For Healthier Cities & Communities: **www.healthycommunities.org**
National "Minority" (see glossary) Aids Council: **www.nmac.org**

ONLINE REPORTS ON EVALUATION

Framework for Program Evaluation in Public Health. Evaluation Working Group, Centers for Disease Control and Prevention. MMWR 1999; 48, No.RR-11:1-40 Sept 17, 1999: **www.cdc.gov/eval/framework.htm**

Changing America: Indicators of Social and Economic Well-Being by Race and Hispanic Origin. A chart book prepared by Council of Economic Advisors for the President's Initiative on Race. Web site has PDF file with chart book, and spreadsheets with data for all the indicators discussed in the chart book: **w3.access.gpo.gov/eop/ca/index.html**

Racial and Ethnic Disparities: Key Findings from the National Survey of America's Families, Urban Institute: **newfederalism.urban.org/html/series_b/b5/b5.html**

An Evaluation Framework for Community Health Programs. Center for the Study of Community Based Public Health. June 2000. Center for the Advancement of Community-Based Public Health (funded under a CDC funding supplement through the University of South Carolina's Prevention Research Center and the *CENTERED* Project [aka SIP25PR 1999; CDC Cooperative Agreement No. U48/CCU409664-07]: **www.cdc.gov/eval/evalcbph.pdf**

World Health Report 2000 Health Systems: Improving Performance. World Health Organization, June 2000: **www.who.int/whr/2002/en/**

REFERENCES USED IN THE PREPARATION OF
THE *CENTERED EVALUATION GUIDE*

To better understand the theory and practice of evaluation, a review of the relevant literature in the field was conducted by the *CENTERED* Project. The references given at the back of *The CENTERED Evaluation Guide* were found to be very useful for helping the Project's participants to develop a fuller appreciation of program evaluation, how it has developed, and its applications to community-based public health programs. These references can be accessed through your local public library, university library, or the Internet.